

NNSA ORGANIZATION PLAN

HIGHLIGHTS

The NNSA Organization Report to Congress describes NNSA's organizational accomplishments over the past nine months and its strategy for improving efficiency and effectiveness. The report outlines changes that will clarify roles and responsibilities, integrate and balance program elements, streamline operations and oversight and sharpen requirements.

The restructuring will move key decision making responsibilities from headquarters to the field, closer to where the work is actually being done. Contract and project management responsibility will rest with each NNSA site office. Headquarters generally will be responsible for program planning, budgeting and management of research, development and nonproliferation activities.

Organizational Accomplishments

Since its last Report to Congress in May 2001, NNSA has made a number of organizational changes, including:

1. Implemented a new organizational structure that consolidates headquarters support functions.
2. Installed a leadership team responsible for mission performance and driving organizational improvement.
3. Began coordinating and integrating NNSA decision making through the Management Council.
4. Began implementing the Planning, Programming, Budgeting, and Evaluation system as NNSA's core business process.
5. Further defined NNSA's relationship with the Department of Energy (DOE) through streamlining external oversight and establishing an independent federal human resource management capability.

Changing NNSA's Organizational Structure

Defined Authority and Responsibility

With this report, NNSA outlines a new organizational structure, to be implemented later this year, that eliminates a layer of management and defines authorities, roles and responsibilities. Key elements include:

Day-to-day federal oversight of laboratories and weapons production plants will be conducted from local NNSA Site Offices.

Federal responsibilities for program planning and oversight for research, development, and nonproliferation activities, will, in most cases, be located at headquarters.

New and Specific Roles for Site Offices and Service Centers

Each NNSA Site Office will have primary responsibility for day-to-day program and contract administration for its assigned facility. These duties include agreeing to the overall safety and security parameters within which the contractor is authorized to operate.

Operations Offices will be reengineered and transformed, as appropriate, into Service Centers that will provide the support required to maintain the eight NNSA Site Offices.

NNSA Will Redesign the Federal-Contractor Relationship to Improve Accountability

Federal employees, with contractor input, will establish broad program objectives and goals.

Laboratory and plant leaders and managers, in consultation with federal employees, will be given the flexibility to execute programs efficiently and will be held accountable for meeting those objectives and goals.

Fundamentally Changing How NNSA Does Business

NNSA Will Remove Administrative Burdens through Streamlining Policies, Procedures, and Staffing

NNSA will eliminate unnecessary details regarding how a task is to be accomplished from policy, guidance, orders, and other directions and implement contract reform that relies on commercial standards and third-party certification.

NNSA will further streamline oversight by clarifying NNSA authorities and responsibilities and coordinating with DOE and other external overseers to reduce overlap and duplication.

NNSA Will Reengineer the Federal Workforce

Over the next year, NNSA will undertake a systematic reengineering campaign to eliminate unnecessary or overlapping work at federal headquarters and field elements. The reengineering will define core functions and may redeploy and retrain some staff to perform them. NNSA will encourage career development, training and retention of highly skilled employees.